



Work-Life Balance In The Finnish Game Industry

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<p>Abstract</p> <p>This thesis explored the Finnish game industry. The aim of the research was to find out how well work and private life are balanced in the industry and the factors contributing to it both positively and negatively. The game industry, in general, is high demanding and can be a stressful workplace. Previous research has shown that the two most common reasons for people exiting the industry are poor quality of life and burnout. Since Finland generally reports one of the highest work-life balance rates, it is an interesting platform for the research.</p> <p>The research approach was quantitative. The material was collected through an online questionnaire. The online link to the questionnaire was distributed to the game industry operators through some of the Finnish game industry's social media platforms and websites in order to gain a better access to the targeted population.</p> <p>The overall perceived work-life balance among the Finnish game industry operators is good. However, work and private life do have implications on one another. Which of them has a stronger influence depends on different variables in question, such as the respondent's gender and role in the company. Overall work intensity, continual connection to work and long working times turned out to be the most reported factors contributing to one's work-life balance negatively. Flexible working times is by far the most reported factor to support the balance. The results indicate that the general high demands of the game industry also apply in Finland. Suggestions on how these high demands could be eased and how a better work-life balance could, perhaps, be achieved were given.</p>		
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<p>Tiivistelmä</p> <p>Tässä tutkimuksessa pyrittiin selvittämään työn ja yksityiselämän tasapainoa Suomen pelialalla. Tavoitteena oli selvittää miten hyvin työ ja yksityiselämä ovat tasapainossa tällä alalla, sekä mitkä asiat vaikuttavat tasapainoon positiivisesti ja mitkä negatiivisesti. Peliala on yleisesti hyvin vaativa ja se voi olla myös stressaava työpaikka. Edeltävät tutkimukset ovat osoittaneet, että yleisimmät syyt alalta poistumiseen ovat elämän huono laatu ja loppuunpalaminen. Se, että Suomi raportoi yleisesti yhtä korkeimmista työn ja yksityiselämän tasapainoista on mielenkiintoinen alusta tälle tutkimukselle.</p> <p>Tutkimusote oli kvantitatiivinen. Aineisto kerättiin verkossa toteutetulla kyselyllä. Verkkolinkkiä kyselyyn jaettiin pelialalla työskenteleville Suomen pelialan sosiaalisten media-alustojen ja nettisivujen kautta. Näin tehtiin, jotta kohderyhmä tavoitettaisiin paremmin.</p> <p>Yleisesti koettu työn ja yksityiselämän tasapaino Suomen pelialalla työskentelevien keskuudessa on hyvä. Työllä ja yksityiselämällä on kuitenkin vaikutuksia toisiinsa. Se, kumpi vaikuttaa kumpaan enemmän riippuu eri tekijöistä, muun muassa vastaajan sukupuolesta ja roolista yrityksessä. Työn intensiteetti, jatkuva yhteys työhön ja pitkät työajat nimettiin yleisimmin tasapainoon negatiivisesti vaikuttaviksi tekijöiksi. Joustavat työajat raportoitiin yleisimmin tasapainoa edistäväksi tekijäksi. Tutkimustulokset osoittavat, että pelialan korkeat vaatimukset koskevat myös Suomen pelialaa. Tutkimuksen lopussa annetaan ehdotuksia siitä, miten näitä korkeita vaatimuksia voitaisiin helpottaa ja miten vielä parempi työn ja yksityiselämän tasapaino voitaisiin saavuttaa.</p>		
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CONTENTS

1 INTRODUCTION.....	3
2 THEORETICAL FRAMEWORK.....	6
2.1 Work-life balance.....	6
2.1.1 Three categories of work-life balance practices.....	9
2.1.2 Work-life balance issues in different organizational roles.....	12
2.1.3 Economical changes affecting work-life balance.....	13
2.2 Work-life balance in Finland.....	15
2.2.1 The Finnish state and legislation on work-life balance.....	15
2.2.2 The effects of the Finnish culture on work-life balance.....	16
2.3 The game industry.....	18
2.4 The game industry in Finland.....	21
3 METHODOLOGY.....	23
3.1 Research approach, strategy and purpose.....	24
3.2 Methods of data collection.....	25
3.2.1 Population and sampling.....	26
3.2.2 Implementation and analysis.....	27
4 RESULTS.....	28
4.1 Demographical information.....	28
4.2 Work-life balance among the Finnish game operators.....	30
4.3 Male and female respondents.....	34
4.4 Respondents in different organizational roles.....	36
5 CONCLUSIONS.....	38
5.1 Analysis of the Finnish game industry operators' work-life balance.....	39
5.2 The differences between male and female respondents.....	42
5.3 The differences between respondents in different roles.....	43
6 DISCUSSION.....	45
6.1 Recommendations.....	47
6.2 Credibility of the research.....	50
6.3 Suggestions for future research.....	51
REFERENCES.....	53

APPENDICES.....	56
Appendix 1. Questionnaire content.....	56

FIGURES

Figure 1. Overview of the research and thesis process.....	5
Figure 2. The history of the Finnish game industry.....	22
Figure 3. Questionnaire: Role in the company, in percentages.....	30
Figure 4. Questionnaire: WLB in the game industry, in percentages.....	30
Figure 5. Questionnaire: WLB factors, in percentages.....	31
Figure 6. Questionnaire: What factors enhance the balance between your work and private life? In percentages.....	33
Figure 7. Questionnaire: What factors affect the possible imbalance between your work and private life? In percentages.....	33
Figure 8. Questionnaire: How do you spend your free time? In percentages.....	34
Figure 9. Questionnaire: Work and life effect with female and male respondents, in percentages.....	35
Figure 10. Questionnaire: Work and private life effect in different organizational roles, in percentages.....	37
Figure 11. Questionnaire: Overall perceived WLB in different organizational roles, in percentages.....	38

TABLES

Table 1. Overview of the implementation process.....	27
Table 2. Questionnaire: gender and age distribution overview.....	29

1 INTRODUCTION

The game industry is growing its popularity. This is also true in Finland, especially after some quite recent local success stories such as Rovio and Supercell. In fact, according to Neogames and Suomen Pelinkehittäjät Ry, the game industry is the most significant cultural export product of Finland (Neogames and Suomen Pelinkehittäjät Ry, 2010). This makes it an important area of study. Besides the popularity, the game industry is also an interesting research subject due to its high demand nature. In the game industry the hours are long and have become more of a culture, rather than an occasional issue (IGDA, 2004). These long hours and demanding workloads they cause, bring a lot of stress into the game industry operators' lives. Even though a work place can be stressful anywhere, it is more so in this industry. In fact, a study conducted by the International Game Developers Association (IGDA, 2014) showed that the two main reasons for people exiting the game industry are poor quality of life and burnout, which both relate to the high demand nature and stressfulness of the industry.

The nature of the industry and its challenges make it an interesting subject for work-life balance research. Work-life balance research generally aims to define the effect that one's work and private life have on each other, and how the two are balanced. Because the industry is so high demanding, it can be assumed that there are collisions and overlapping between one's work and private life. The fact that Finland has one of the highest overall work-life balance rates (Crompton and Lyonette, 2006) makes it a perfect platform for the research. Among other things, this research is trying to find out whether a high demand industry like the game industry, creates work-life balance problems in a generally well balanced work-life platform, Finland. Previously, studies of game industry's' work-life balance have been conducted, but not focusing merely on the Finnish game industry. This research tries to generate new knowledge that can be utilized in assuring a proper work-life balance for the game industry operators.

Research problem and objectives

The aim of the research is to find out how well are work and private life balanced in the Finnish game industry, as well as the factors affecting its possible balance and imbalance. It will be interesting to see if the industry's hectic and high demand nature has strong implications on its operators' work and private life balance in a country that generally reports the highest work-life balance rates. Since the game industry is mostly male dominated (Prescott and Bogg; IGDA, 2014) and has operators in many different roles (Dyer-Withford and De Peuter, 2006), comparisons between different respondent groups' work-life balance rates bring depth to the research. These comparisons are done in order to find out if there are in fact differences between the respondent groups. The author found it intriguing to study whether being a female in a male dominant industry has an effect on one's work-life balance. This is especially interesting since work-life balance as a concept is still often considered to be largely a "women's' issue" (Lewis, et al. 2007). This implies that women might be taking care of the domestic responsibilities more and therefore might have more major collisions between their work and private life than men do.

The other comparison was conducted between respondents in different organizational roles. This is done in order to find out whether the role in the company affects one's work-life balance. The comparison can also show what variables contribute to the work-life balance for individuals in different organizational roles. The groups of comparison are entrepreneurs, management and workers. The naming of the groups will be justified later in this thesis. Both of these comparison topics arise from the theoretical framework defining the industry's nature.

All in all the establishment of theoretical framework lead to refinement of the research topic and to the development of the following research questions:

1. How is the Finnish game industry operators' work-life balance?
2. What factors affect the balance, both negatively and positively?

3. Does gender or the role in the company have an effect on one's work-life balance?

After this, suitable research methods, design and overall strategy were considered. A suitable method of data collection was chosen carefully, considering the nature of the research topic, and finally data analysis was conducted. The research aims to answer the research questions, generate new knowledge on the topic and provide suggestions for the Finnish game industry based on this new knowledge. Also suggestions for future research are made. Figure 1 describes the research and the thesis process.

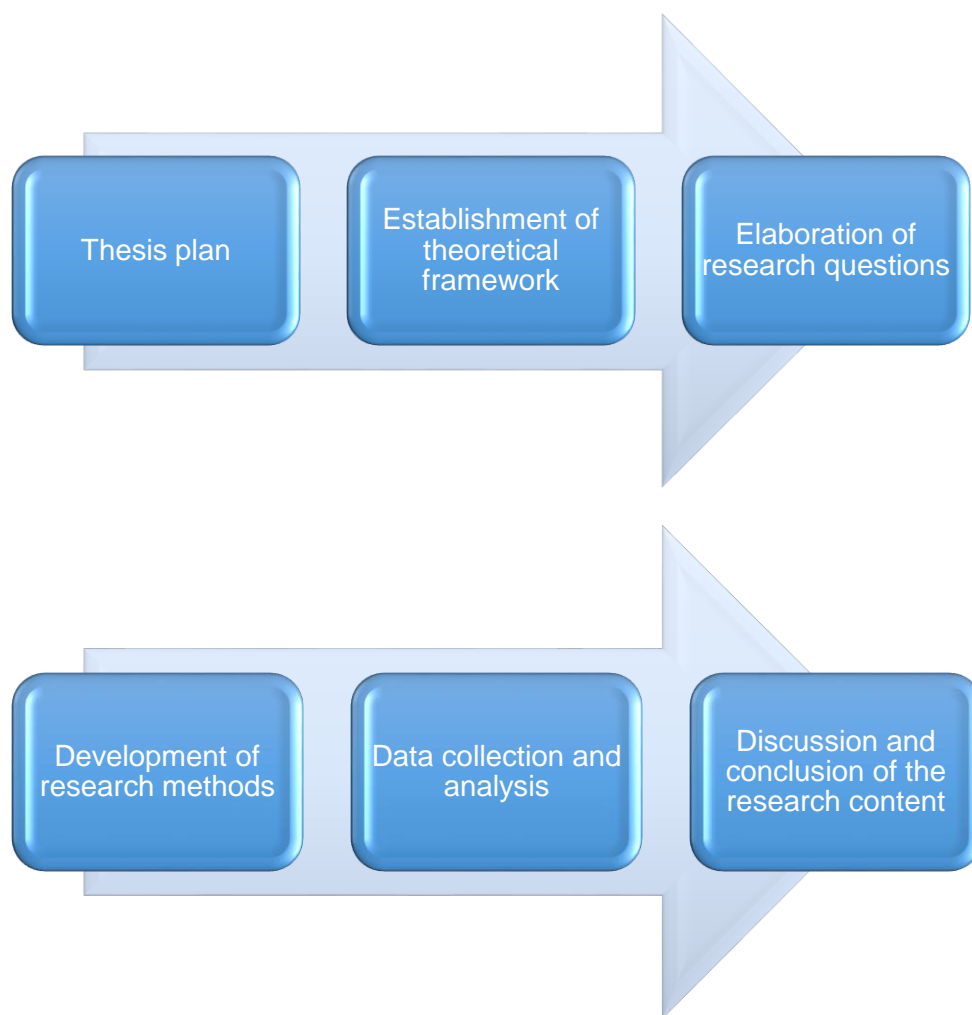


Figure 1. Overview of the research and thesis process

2 THEORETICAL FRAMEWORK

As this thesis focuses on work-life balance and the state of it in the Finnish game industry, both of these concepts will be described next. Firstly, work-life balance as a general concept will be evaluated and the key areas of interest relating to possible work-life balance issues in the game industry are lifted. The theoretical background on work-life balance will also view the three categories to which work-life balance practices can be divided to, and the work-life balance issues that individuals in different organizational roles might face, as well as go through some of the economic changes that affect the concept of work-life balance nowadays. Then the general state of work-life balance in Finland will be considered, also focusing on the state's role and legislation, as well as the effects that the Finnish culture has on its residents work-life balance. Then the theoretical background moves on to describing the game industry. The industry will be described generally, enabling the reader to get an understanding of what it is like to work there. This is followed by a description of the Finnish game industry, its history and current state. The concept of the "game industry" refers to the mobile and console game industry. Throughout the thesis the term WLB will refer to work-life balance.

2.1 Work-Life balance

Work-life balance is generally one of the key issues that human resource management has to deal with. As human resource management aims to manage the organization's most valued assets, the people working there (Armstrong and Taylor, 2014) and their input to the organization, work-life balance rises as an important factor to consider. In the next chapter, the term work-life balance and its implications on the organization, as well as on the individual, will be described based on previous research and literature.

In the career and human resource management literature work-life balance has multiple definitions. WLB can be described as "satisfaction and good

functioning at work and at home with a minimum of role conflict” (Clark 2000:751). It can also be referred as work-non-work conflict or as work-family conflict (Sturges and Guest, 2004). Roehling described it by stating that “Work-family conflict and work-family interference are a direct result of incompatible pressures from an individual’s work and family roles” (2003:103). Often work-life balance can also be regarded as the characteristics of the workplaces, indicated by the existence of WLB policies, but not necessarily by implementation, or by employees’ perceptions of WLB support articulated in terms of policies available (Lewis, et al. 2007).

However, a common definition for WLB is missing, since, as just seen, many studies have focused solely on the balance between one’s work and family. Many other issues that might affect one’s work-life balance have sometimes been ignored or passed. One of these issues is the spend of leisure time (Haar, et al. 2014). This is one of the issues this thesis is trying to tackle. As the research aims to evaluate the Finnish game industry’s WLB more broadly, not just subjects relating to the family issues, leisure is being evaluated on its own in the question 15 of the questionnaire. Leisure time can be an important area to analyse, especially in the game industry, since people working there have often games as a big part of their lives. It will be interesting to see if and how they can detach themselves from work psychologically during their leisure time. Previous studies have in fact shown that psychological detachment from work can help to achieve a better work-life balance (Michel, et al. 2014), which increases the importance of studying the game industry operators’ use of leisure time.

Because the literature and previous researches on WLB have most been focusing on work and family related issues, the effect of children on one’s WLB has also been studied largely. Children, especially those living at home have been generally associated with a greater risk for consequences on one’s WLB (Keene and Reynolds, 2005). In a research done by Keene and Reynolds (2005, 1), it was discovered that women had a tendency to report twice as likely as men that family demands affect their job performance. This can be a sign of gender inequality. It can also lead to the fact that people with

children can feel more torn between their work and family responsibilities, just like people without children can feel that their lives have just one dimension, work. In fact, in high demanding industries, such as the game industry, people might not even start a family, because of the poor extend to which the industry facilitates work-life balance (Perrons, 2003). The research for this thesis also seeks to find out what kind of effect children have on the game industry operators' WLB, if any.

In majority of WLB research, long working times and domestic care responsibilities are defined as the strongest influences on work-life imbalance (Perrons, 2003; Lewis, et al. 2007; Crompton and Lyonette, 2006; White, et al. 2003; Dex and Bond, 2005). Since the long hours are an acknowledged culture among the game industry (Prescott and Bogg, 2011), this could be found to be one of the most influential factors on the Finnish game industry operator's WLB. It will be interesting to see if the game industry organizations and employers offer any supporting activities to tackle such issues as the long working times, as well as balancing one's work and domestic responsibilities. When there is an imbalance between work and private life, it can have many consequences on the individual and on the organization. For the individual it can cause for example higher levels of stress and stress related illness, lower life satisfaction and problems with parenting and supervision of children (Hobson, et al. 2001). These can then lead to problems for the organization. The organization might have to deal with for example higher rates of absenteeism and turnover, as well as decreased employee job satisfaction, reduced productivity and lower commitment and loyalty to the organization (Hobson, et al. 2001). These are not desired qualities or attitudes for employees and can cause serious repercussions for the organization. If not handled right, they can ultimately lead even to profit loss and financial issues for the company.

Work-life balance remains as an important study area, because research suggests that the use of WLB supporting cultures would improve the employees' levels of job satisfaction and commitment (Cegarra-Leiva, et al.

2015), therefore reducing the rates of absenteeism and turnover. In the game industry, supporting work-life balance cultures are becoming increasingly important, since the game industry keeps growing and the work demands can only be assumed to get higher. To enable a good balance, these higher demands call for actions from the employer, as well as the employees themselves. Enabling work-life balance is a two way street. Past research actually shows that one's effort at work is a socially organized exchange process, meaning that for high effort, there should be a high reward (Siegrist, 1996). This means that if employees put in a high effort, they should get proper compensation for it, perhaps in the form of desired work-life balance practices. All reward actions are originally organised and come from employers' support towards their employees. This is called employer support. One of the key areas of this research is whether or not the Finnish game industry employees feel that their employer is supporting their WLB and if so, how it is done.

2.1.1 Three categories of work-life balance practices

A research made by Fleetwood (2007) has shown that there are three categories to which WLB practices can be divided to. These are employer or business friendly WLB practices, as well as employee friendly WLB practices and neutral practices. Unfortunately employer friendly and employee friendly practices are not always combined sufficiently. As the style of WLB practices, flexible working is one of the most popular ways. However, while some kinds of flexible working practices may enable WLB, other kinds can constrain it (Gambles et al. 2006). This means that there are flexible working practices that can actually worsen the situation for the employees, rather than aid it, even though the practices are masked as flexible working options or as support offered by the employer. These are often called employer or business friendly WLB practices.

Employer or business friendly practices can be such as stand-by and call-out arrangements or zero hours contracts, which mean that an employee is called upon work when needed. These can cause extra stress for the employee, as they are waiting by, not knowing whether they will receive work or not.

Besides stress of uncertainty, these kind of working styles can also have repercussions for the employee's private life in another way. They can eventually cause financial problems and distress. Employer friendly WLB practices can also be such as overtime working, which is a very common concept in the game industry especially during crunch time, involuntary temporary working or involuntary part-time working or unsocial hours of work, such as twilight shifts or working on the weekends. These practices are examples of flexible working options that can merely constrain the employees' perceived balance, rather than aiding it, especially when forced on the employee. Employer friendly practices, as the term itself suggests, often benefit the employer, but not so much the employee. These employer or business friendly practices are sought by employers, the main purpose being to pursue profit and only the secondary purpose being to enhance the employees' balance between work and private life. While some employees might seek these kind of working practices, a majority of them do not (Fleetwood, 2007).

Employee friendly practices, on the other hand can be beneficial for both. These practices are sought by employees to enhance their own WLB, but offered and accepted by the employer. These practices can be such as flexible working times or flexible start and finish times, remote working, job sharing, voluntary part-time working, voluntary term-time working, shift swapping and career breaks. Many times these employee friendly WLB practices can offer a better way of taking care of the domestic responsibilities. From the employee friendly practices, Fleetwood (2007) states that flexible working times is clearly the most common, followed by term-time working. When the employer offers these kind of WLB practices that actually benefit the employee, they can get a more motivated and satisfied workforce that is also more productive (Cegarra-Leiva, et al. 2015). The rise in motivation and productivity can eventually lead to increased financial profits for the organization (Clutterbuck, 2003).

The third group of flexible working practices is the neutral practices. They are called neutral, because they can be beneficiary and friendly for both parties,

the employees and the employers. Not surprisingly, the neutral WLB practices that benefit both parties often overlap with the employee friendly practices (Fleetwood, 2007). However, even though neutral, as well as employee friendly practices could be beneficiary for both the employee and the employer, research shows that these are not something the employers so often utilize. It has been noticed that although many employers offer some kind of flexible working options, especially work at weekends or during unsocial hours, only a minority of employers offer other forms of flexibility, such as job sharing or additional forms of leave. This shows current that flexible working practices are often organised to benefit the company and not so much to aid the employees with their private life responsibilities. In fact, Perrons (2003, 69) states that

“Flexible working seems to be more concerned with accommodating life to rather demanding and unquestioned working hours rather than one of reorganizing work to allow time for domestic and caring responsibilities.”

This shows that many employers only offer employer friendly practices that try to fit one's personal life around the working times, rather than trying to fit work around one's domestic responsibilities. These are again an example of employer friendly practices disguised as flexible working practices. The problem with these practices is that if employees accept their apparent fairness, they can find themselves trapped by obligation (Fleetwood, 2007). Once the employees accept these working practices, they can feel obligated to follow them and offer the employer their input as a compensation. Of course, the employees have a right to ask for better WLB practices, but the organization can simply pass them by stating that the desired pattern of work cannot be combined with the needs of the business they are in. This leaves the employee with a little job autonomy and high demands. All in all, working in a high demand job, with little employer support and not having a lot of job autonomy can be a stressful combination (Keene and Reynolds, 2005).

2.1.2 Work-life balance issues in different organizational roles

Where workers might have issues with getting proper employer support as described earlier, operators in other organizational roles do not have guaranteed work-life balance either. For example entrepreneurs, who are a big part of the game industry, have to deal with blurred boundaries of work and home. They work the same long hours, or in some cases even longer, and on top of that have to deal with the unpredictable nature and flow of work, together with tight deadlines. On the positive side of being an entrepreneur, they can manage their own routines and working times more, even if they cannot always control the quantity of the work (Perrons, 2003). Adding to these, entrepreneurs often have so much invested in the company that any problems with their business, can cause serious implications on all aspects of their lives. This is an especially crucial issue in the game industry, where the marketplace failure rate is very high, 95% (IGDA, 2004). This means that not many products, games, gain success and bring profit to the organization. Therefore the entrepreneurs are always taking a high risk when creating a new product, since they are so highly invested in the company. Proving this point, research shows that the more invested an individual is in terms of their job, the less likely they are to achieve a good work life balance (Darcy, et al. 2012).

Besides for entrepreneurs, this can also be an issue for the people in managerial roles. Working in the management can be a high demanding job with lots of responsibility. Research has shown that managers also often report much higher hours worked than regular workers (Ford and Collison, 2011). Again, high demands call for high rewards. However, besides the high demands of a managerial role, managers get to play a more active role in human resource management issues (McCarthy, et al. 2010) than for example workers, which gives them more power over which work-life balance practices to utilize themselves as well. This allows them more leeway. Since managers have the power over decisions, but not the same responsibility over the organization as entrepreneurs do, they can have a good basis for WLB. The primary research for this thesis highlights the comparison between operators

in different organizational roles. This comparison is made between entrepreneurs', managements' and workers' WLB rates. Since these positions have different aspects and variables influencing on their WLB, this comparison becomes an interesting one.

2.1.3 Economical changes affecting work-life balance

The interest in work-life balance and how to achieve it has increased among professionals over the last few decades. This is due to some economical changes, such as new technologies arising and more and more women entering the workplace (Lewis, et al. 2007). Perrons, D. (2013, 1) states that

New technologies and patterns of working can allow the temporal and spatial boundaries of paid work to be extended, potentially allowing more people, especially those with caring responsibilities to become involved, possibly leading to reduction in gender inequality.

Both of these, new technologies and more women entering the work place could be crucial WLB factors in the game industry. The game industry has a tendency of using new technologies to produce best possible products. These technologies can be for example such as computers, tablets and even smartphones. These new technology equipment have enabled a continual connection to one's work, even when at home (Perrons, 2003). Nowadays work can be transformed through emails and files on different devices, which means that when the work day is over and the person goes home, their work is easily accessible through technology. This is especially true for the game industry. The easy access can be a good thing, but when there is a continual connection to work it creates a possibility or perhaps a demand to also work from home. This can bring negative consequences on one's WLB, since home may not be considered a work free zone anymore. A study showed that work intensification can occur more in organizations where changes to work and working styles allow people to work harder or longer more easily (Green, 2004). This is exactly what the new technology does, enabling people to work hard even on their free time and from home.

Remote working is another example of what the technology has enabled people to do. Sometimes it can be a good aid when trying to balance work and domestic tasks. It allows the worker to work during the usual hours, but for example from home, where they can tend to their domestic tasks at the same time. However, research shows that it has a negative side as well. Remote working is closely related with work intensification as well, due to the same reasons mentioned in the previous paragraph; people being able to work harder and longer (Kelliher and Anderson, 2009). When doing remote working, one can feel that they need to work harder, since they are allowed this flexible working possibility. They can feel they need to compensate for it by putting in a higher effort. Also when working from home, one can find it hard to stop working or thinking about work, since there is no ritual, such as leaving the office, ending the actual work day. Rather than having both of both worlds, the worker can struggle with finding a balance and setting up boundaries between work and home.

The other thing mentioned, when considering the game industry and its WLB, was more and more women entering the industry. Even though the game industry is a male dominated one (Prescott and Bogg; IGDA, 2014), more females are getting interested about it as well. Although the balance between work and life affects everyone, WLB is still largely considered to be a “women’s issue” (Lewis, et al. 2007) due to the still rather old fashioned gender roles and the division of domestic responsibilities. This makes the comparison between female and male respondents very interesting. It is interesting to see what the situation is now and how it is effected by an already male dominant industry. Even though the old fashioned role beliefs might be in place somewhere around the world, the fact that Finland has high gender equality (Miettinen et al. 2011) will make it intriguing to see if that has any effect on the respondents’ WLB rates. Previous research shows that females and males often report considerable differences in their WLB (White, et al 2003). However, even if men and women report similar perceptions of balance, there can always be underlying gender differences in how to achieve a sense of balance (Keene and Reynolds, 2005), for example relating to domestic responsibilities.

Work-life balance research has increased its popularity in the last few decades. Despite the recent popularity of WLB research, it still does remain one of the least studied concepts in work-life research, even though it has been proved to offer ways of improving employee commitment (Kelliher and Anderson, 2009). The researchers say it may hold the key to greater work and life satisfaction and to diminished health issues (Haar, et al 2014).

2.2 Work-life balance in Finland

Finland ranks as one of the countries with the highest WLB rates (Crompton and Lyonette, 2006), which is due to many reasons. First of all Finland has one of the world's most advanced and comprehensive welfare systems that is designed to guarantee dignity and decent living conditions for all Finns (Expat Finland, 2004). The OECD Better Life Index that compares countries and their living conditions with each other states that

“Finland ranks at the top in the education and skills, and above average in environmental quality, subjective well-being, personal security and social connections, civic engagement, housing and work-life balance.”

This statement shows that Finland is truly a welfare country, offering its residents a good supportive platform for life and for work-life balance.

2.2.1 The Finnish state and legislation on work-life balance

Past research shows that the work-life balance support policies and activities can differ in each country due to such factors as culture, government policies and legislation (Haar, et al. 2014, Crompton and Lyonette, 2006; Abendroth and Den Dulk, 2011). The studies show that the most extensive national work-life balance policies are found in the Scandinavian countries (Abendroth and Den Dulk, 2011), in which the state is the main provider of the support. These policies can be for example such as paid parental leave or child benefits. In both of these, Finland is ranked as one of the top countries (Waldfoegel, 2001; Korpi 2000).

In Finland, the state gives support for dual-earner families, meaning families where both parents participate in work. In fact, Finland offers parental leave for both, mothers and fathers. The state even encourages men to undertake a bigger share of the domestic work, particularly in terms of childcare (Crompton and Lyonette, 2005). In Finland, parents can stay home and receive support from the government up to three years. Child benefit is being paid until the child is seventeen. These factors can aid with balancing one's work and private life, since they bring relieve to one's domestic responsibilities and equality on how to divide these responsibilities between the parents.

As Finland has these strong statutory entitlements, Finnish employees are not likely to experience strong barriers to accessing these resources (Skinner and Chapman, 2013). This might be one of the reasons why Finland reports one of the highest level of WLB (Crompton and Lyonette 2006). In fact, Finland has been described as "encompassing" welfare state (Korpi, 2000), in which quite generous levels of welfare support are made available by citizenship entitlements (Esping-Andersen, 1990; Crompton and Lyonette, 2005). For example starting a family is made rather easy even for those who work full time. These support systems can reduce the effect that children have on their parents' WLB. As children are generally associated with having a greater risk for consequences on their parent's WLB (Keene and Reynolds, 2005), it will be interesting to see how this is in Finland. As mentioned, these government actions are something that can aid one's WLB. In fact, it has been studied that overall in Finland the governmental support system has a positive impact on people's perceived WLB (Crompton and Lyonette, 2006). Based on this, it is safe to say that the government and legislation have a big role in enabling the balance.

2.2.2 The effects of the Finnish culture on work-life balance

Besides the government, the culture is also often a factor in WLB. A study shows that in the cultures where there is less adhesion to traditional gender role beliefs, and more equal opportunities for both women and men, WLB rates are found to be higher (Haar et al. 2014). As Finland is a country with quite a high level of gender equality in both work and private life (Miettinen et

al. 2011), it is again no surprise that it reports such high levels of WLB. Contributing to the equality of Finnish men and women, the Finnish men labour force participation rate in 2014 was 69%, while women's was 68%, which ranks among the highest in all Europe (OECD Better Life Index, 2014). This supports the idea that the old fashioned role beliefs, where the women take care of the domestic responsibilities and the men go to work, are largely not in place in Finland any more, and equality is growing. This, as well as the parental leave that is offered to both the mother and the father can help enable WLB.

These can lead into a more modern role division not just at work due to less time off from work or shorter career breaks, but at home as well, with both men and women taking a more equal role in domestic tasks, such as child care. Another matter relating to culture and childcare is, that in Finland many families rely on day care centres to look after the children while the parents are at work. Research shows that Finland provides good public day care services, as well as eldercare (Korpi, 2000). This culture of trusting the system with the partial upbringing of one's children can also be a factor contributing to the good balance of WLB. However, even with all the support that Finland offers with childcare, as mentioned, generally children living at home are associated with a greater risk for consequences on one's WLB (Keene and Reynolds, 2005). The working conditions in Finland seem to also be good. In 2010, 13% out of all the Finnish workers reported operating in a poor working environment, which is one of the lowest percentage in the European countries (OECD Better Life Index, 2014). This shows that most Finns feel that they are working in a rather good environment. This is an important factor enabling WLB.

Another matter relating to WLB is the length of working times. As mentioned long working times are often one of the biggest problems shaking the balance between one's work and private life (Perrons, 2003; Lewis, et al. 2007; Crompton and Lyonette, 2006; White, et al. 2003; Dex and Bond, 2005). In Finland however, only 4% of all the employees report working very long hours, which is much lower than the OECD average of 13%. This is an interesting

fact, since the long hours are a part of the game industry's culture (IGDA, 2004). This makes it fascinating to see, if Finns report higher hours when working in the game industry. Finland has also strict legislation relating to overtime working and it is considered as the employers' responsibility to make sure this legislation is followed. All in all the matters that Finns report having issues with at work are high pressures, low level of autonomy and poor management practices (OECD Better Life Index, 2014).

Even though the WLB rate is generally good in Finland, the game industry is an interesting study subject in this area. This is due to its high demand nature, long hours and the overtime work culture. It will be interesting to see whether Finland's government support and culture soften some of the implications that the game industry typically has on its operators, such as low perceived quality of life.

2.3 The game industry

The game industry that this thesis focuses on is the mobile and console game industry. This industry was chosen because it is a popular and rapidly growing game industry. The purpose of this general overview is to provide the reader with an idea of the work demands, as well as the work style within the industry, based on past research and literature. The general issues and characteristics of the industry will be described.

According to previous research, the game industry is marked by massive growth, volatility and opportunity (Williams, D. 2002). Because of the rapid growth and high demand nature of the industry, it becomes more and more interesting subject for research. Especially, for work-life balance research. It is important to investigate how operators in this high demand nature can achieve a good WLB and how their employers support them in achieving it. There are two factors that particularly contribute to the rapid growth and expansion of the industry. Firstly, broadband mobile data networks are becoming increasingly available and affordable. Also usable and cheaper smartphones and other devices are quickly becoming a standard across the markets (Feijoo et al. 2012). This enables more and more people all over the world to play games

and therefore become consumers of the game industry. These new expansions that just keep growing bring in new parts of the world as customers. As past research shows, games have become a common way of spending one's free time (Neogames and Suomen Pelinkehittäjät Ry, 2010).

These factors create a greater demand for updated and new products suitable for them. This is one of the things that keeps the workers in the industry so busy; making the product suitable for many different countries and cultures, available in several different languages. These high demands can cause high stress. Of course, the workplace can be a stressful anywhere, but more so in the game industry than in most others (IGDA, 2004). However, setting aside the stressfulness, the game industry can offer an interesting work environment. As a trendy and rapidly developing industry, it can be very luring and offer unique opportunities. But research shows that it can also be an environment where good WLB is hard to maintain (IGDA, 2014). The 95% of marketplace failure rate adds to the high demanding nature of the industry (IGDA, 2004). Even though many new companies are entering the industry, they have a challenge ahead. Games as many other consumer goods are dependent on the consumers' preferences. If the game does not please the audience, it will fail. These challenges and the high failure rate make the industry extra demanding. Previous research has shown that high demands at a workplace have often repercussions on one's home life as well (White, et al. 2003). With the high demands, one might feel less balanced with their home and work. This is why it is no wonder that a study made by the International Game Developers Association (IGDA, 2014) showed that the two biggest reasons for people leaving the industry were poor quality of life and burnout.

Working in the game industry

The game industry is a place of work for people in many different positions. The core job categories in game development include designers, artists, producers, programmers and testers (Dyer-Witthford and De Peuter, 2006). Besides these, there are also managers and supporting activities, such as advertising and sales workers. The industry is still mostly male dominated (Prescott and Bogg; IGDA, 2014) and based on past research it seems that

the industry favours young and unattached males, due to the long working times and possible need to relocate (Prescott and Bogg, 2011). These are two of the by-products of the rapidly developing industry. Besides the fact that the industry is mostly male dominated, more and more women are entering the industry. Prescott and Bogg (2011, 7) report that women in the game industry have a tendency to be working in roles that are more traditionally considered “feminine”. These roles are such as management and marketing, rather than direct game development roles. However, they continue by stating that women have recently been more equally represented in senior roles within the industry. Besides core workers and management, entrepreneurs are a big group in this industry. As mentioned, new game studios open with a rapid speed, meaning that more people are becoming entrepreneurs in this field of work.

Researchers have noticed that many people in the industry will eventually want to settle down and find a better balance between their work and private life, which is not always easy to achieve in a typical game company (IGDA, 2004). The high demanding nature of the industry can be seen incompatible with some domestic responsibilities, such as having a spouse or children. Due to these reasons, many of the game industry workers decide to leave the industry, taking with them the valuable talent and experience gained over the years. This is why it is crucial that WLB research starts to focus on this high demand industry and finds a way to enable its WLB in a better way, so that the workers who are seeking for a more balanced and settled down life, will not leave the company. As a way of solving this problem, better WLB supporting systems and practices could be implemented, in order to enhance the workers' WLB. Many of these would have to deal with also childcare and other domestic responsibilities, such as taking care of the elderly. The employers need to start considering a better utilizing of tools such as flexible hours and remote working, to provide a better support system for their workers.

Past research shows that long working times have become more of a culture for this industry, rather than an occasional issue (Prescott and Bogg, 2011).

Especially during crunch time. While a common academic definition for crunch time is missing, it can be defined as a period of time, usually near the deadline of the project, where the employees are required to focus and work as hard as possible to finish the project. It is a very common term in the game industry and being utilized often. Crunch time almost always means putting in extra hours and can be very consuming and unpleasant. A report made by the IGDA Quality of Life in the Game Industry (2014) showed that most game industry workers, who participated in their study, reported having worked overtime and only 19% of them had not done crunch time during the last two years. This shows the nature of the game industry; overtime and crunch time are a common issue. As a theoretical resource, the report made by IGDA (2014) is extremely valid, since it focuses on advancing the careers and enhancing the lives of the game industry operators.

2.4 The game industry in Finland

A report made by Neogames (2014, 6-13) describes the history of Finland's game industry. The history is also summarized in Figure 2. In the beginning of the 80's the industry begin to rise as computers became more common item to have at homes. Having computers at home enabled game developing to become a hobby. This hobby would only get more and more popular. Not long after the home computers arrived, in 1984 the first commercial products came out and by the end of the 1990's a professional game industry had officially emerged in Finland, employing almost 200 people. Over the years the popularity and appeal of the industry, just like all over the world, grew in Finland. The game industry continued growing and new companies were emerging rapidly. By the end of 2014, the Finnish game industry employed over 2500 people, which shows a strong growth in 20 years.

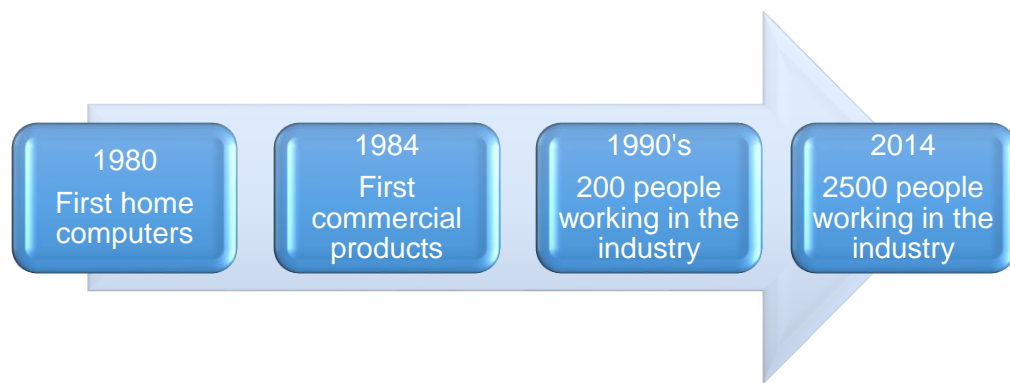


Figure 2. The history of the Finnish game industry

Finland has been one of the pioneers of mobile games, especially due to Nokia's strong presence in the country. Nokia lead the way for Finnish game industry and revealed the opportunities that it holds. Nowadays the Finnish game industry has grown to be an important part of Finland's economy, with more than 90% of the production being exported. In fact, a research made by two major game organizations, Neogames and Suomen Pelinkehittäjät Ry (Finnish game development) showed that the game industry is in fact the most significant cultural export product of Finland (2010). This makes the industry an important part of Finland as a whole and an especially interesting study area. As it is such an important part of Finland's exports, it is crucial that the area is researched to ensure the success to continue. One of the reasons for exporting is the fact that Finland does not have such a big domestic market. This drives the companies to go global right from the start. Also the fact that in the international markets, the demand for games is high and only growing, offers a great opportunity for Finnish companies. In 2014 the turnover of the Finnish game industry was 1800 million euros (€) (Neogames, 2015).

The Finnish game industry has during the last few years become more and more attractive as a work place and as an entrepreneurial opportunity, due to some national success stories, such as Supercell and Rovio. In fact, in 2015 Supercell was ranked as the second most profitable company in Finland (Kauppalehti, 2015). This shows that the market for Finnish game companies is doing well and the demand is high. It has even been researched that the Finnish game industry has been able to produce many significant

internationally popular products (Neogames and Suomen Pelinkehittäjät Ry, 2010), bringing Finland more and more to the world's attention.

In the beginning of the recent game industry boom, Rovio and especially Angry Birds triggered the interest towards the industry. Angry Birds was a huge hit when it came out, clearing the way for the Finnish game industry in the global markets and generating several spinoffs, such as plush toys and amusement parks. Angry birds become a phenomenon that inspires other game developers to strive for the same level of success that they have. Evidently, since Angry Bird's success, 179 game studios have been founded in Finland between 2011 and 2014 (Neogames, 2015). The success of the Finnish companies also lured international investors towards the Finnish game industry, growing it even further. Besides this, the Finnish game education has been growing rapidly. There are now over 20 educational institutions providing game education at all educational levels (Neogames, 2015). This means that the Finns have noticed the potential of the game industry and are now providing high support towards its growth.

As the technological know-how of the Finnish game industry is one of the best in the whole world (Neogames and Suomen Pelinkehittäjät Ry, 2010), Finland has a good advantage in game developing. Besides this, Finland also has a strong gaming culture. A lot of hobbies, competitions and leisure time activities relating to playing and developing games are organised in Finland. As the industry continues to grow and become even greater part of Finland's culture, the WLB issues relating to the industry become more important. If the same general characteristics for the industry mentioned in the previous chapter apply for Finland as well, WLB research is in order to prevent exhaustion and to enable better working conditions in this important export industry.

3 METHODOLOGY

According to Jorma Kananen (2013, 27)

A broad approach to a problem is called a research methodology or approach. Research approach is like a philosophic umbrella of

science that contains data gathering, analysis and interpretation methods typical to each approach.

3.1 Research approach, strategy and purpose

The research topic and objectives have the biggest influence on which research approach to choose. Creswell (2003, 13) states that “The researcher brings to the choice of a research design assumptions about knowledge claims”. Therefore the most suitable research approach was chosen by which sort of information the researcher is looking for. The idea of this research is to gain knowledge on how good is the Finnish game industry operators’ WLB and what factors contribute to it. Because of the nature of the research topic and research questions, a quantitative approach was chosen.

The purpose of doing research with a quantitative approach is the desired ability to generalize the results. In fact, Winter (2000, 8) states that quantitative research attempts to fragment a phenomena into measurable or “common” categories that can be applied to all of the subjects or wider and similar situations. This means that the quantitative approach aids with making the research results more generalizable, and therefore the results can be utilized more widely. Using the quantitative research approach allows the research to be described more “realistically” (Muijs, 2010). The author decided to add descriptive approach to provide a better understanding of the topic. The descriptive approach was applied to this research in order to describe the characteristics of the population and the relatively unexplored phenomenon - Work-Life balance in the young and evolving industry in scope (game industry). According to Saunders and colleagues (2009, 59) a descriptive study aims “to portray and accurate profile of persons, events or situations”. In this case, the purpose is to describe the Finnish game industry operators and their work-life balance.

In the questionnaire for this research, both, closed and open-ended questions were used. The closed questions generate data that can be easily compared and generalized. The open-ended questions on the other hand were added to provide more depth to the research. The open-ended questions were also

analysed quantitatively, looking for recursions and generalizable information. These open-ended questions are an example of a data that does not naturally appear in quantitative form, but can be transferred to it by using quantitative analysis. This kind of quantification of the qualitative data is regarded as a basic characteristic of a quantitative research approach (Bryman, 2006). Using both types of questions brings more in depth knowledge of the research issue. It generates statistical and more comparable data.

3.2 Methods of data collection

Both primary and secondary data were collected in order to answer the research question. The secondary data was collected through a literature review, focusing on key issues such that are work-life balance and its state in Finland, the game industry and the game industry in Finland. The secondary data offers a good basis of information and therefore enables also a comparison with the results generated from the primary data. It also helps the research to notice any occurring patterns from the two set of data and to develop the research topic further, in terms of redefining the research questions if needed.

The primary data collection method was a questionnaire, including both closed and open-ended questions (See Appendixes 1). A benefit of choosing a questionnaire is that it can be administered to a large group of people, because it does not require individuals to be in the same primary place (McCelland, 1994). However, with a questionnaire there is always a risk of the participants misinterpreting the questions (Wilson, 2014). This was tried to avoid by testing the questionnaire first on a contact person from Neogames. Neogames is a member-based non-profit game industry organization. By testing the questionnaire on an industry operator before sending out to the sample, the researcher can better justify that the questionnaire is appropriate and understandable, and asks all the right questions. The questionnaire consists of demographical questions, Likert scale type of questions, opinion based questions and open-ended questions (see Appendix 1).

The idea was to start with the demographical questions and then have the main questions in a logical order. The demographical questions aid with the comparisons between respondents, as well as in proving that the group of respondents represents the industry correctly. Likert scale type of questions also enhance the comparability of the data (Sturges and Guest, 2004; Haar. et al. 2014). The problem with Likert scale like questions, where people have to rate their opinions, is that it can often limit the information gained. This problem was fixed by offering multiple choice as well as open-ended questions that go more in depth into these Likert scale styled questions. In the open-ended questions, the respondents are allowed to elaborate their answers. Questions marked with * are mandatory, others are optional (see Appendix 1). Due to the nature of the research, the answers to the questions on the questionnaire were decided to kept anonymous. This way the respondents can be more honest and straightforward with their answers and no repercussions will come to them, no matter what they answer.

3.2.1 Population and sampling

The population of the research is the Finnish game industry operators. To found out how to best get in touch with them and distribute the questionnaire, the researcher contacted Neogames. Neogames states that their mission is to “Accelerate, coordinate and support the development of the Finnish game cluster”. Since they have knowledge and experience of the industry, they were considered to be a trustworthy advisor. The author’s contact person at Neogames advised the questionnaire to be distributed in a Facebook group called “Play Finland”, which is Neogames’ social media platform. Neogames also posted a link to the questionnaire on their weekly news section on their website on 08.05.2015. Jyväskylä industry game hub Expa also posted the link on their social media site.

The Play Finland group was desirable way to distribute the questionnaire, since it has members from all positions of the game industry. As a whole it was considered a good representation of the industry’s operators. Overall a social media platform was considered to be appropriate due to the nature of

the industry and easy access to the targeted population. This technique of sampling is called random sampling. It is a form of probability sampling.

3.2.2 Implementation and analysis

A total of 82 responses were received. Only completed questionnaires were registered as answered. Table 1 shows how the data collection was carried out. The questionnaire was done with the tool Webropol, because it allows the researcher to create a link to the research that can be posted anywhere. Webropol also collects all the data into one place and enables good analysis. After revising the questionnaire with the supervisor of the thesis and the contact person at Neogames, the link to the questionnaire was opened and posted. The questionnaire was let to stay open for rather a long time, in order to gain the most responses. The questionnaire was advertised in the Play Finland social media account a few times, to bring it back to people's attention.

Table 1. Overview of the implementation process

Process stage	Date	What?
Literature review - familiarizing with the topic, theories and existing research		
Exploring and choosing a data collection method		
Developing the questionnaire on the Work-life balance in the Finnish game industry	14.03.-02.04.2015	Developing the questionnaire based on the literature review and author's own vision, consultation with tutor and the contact person in Neogames through email.
Questionnaire being published, link to the questionnaire open for collecting answers	03.04.-22.07.2015.	The questionnaire was held open for this time period. The questionnaire was being advertised in the group a few times to increase the number of respondents.
Analysis		

4 RESULTS

The analysing process consisted of preparing the data for analysis, exploring it analysing it with the help of online survey tool Webropol. Webropol gathered all the results into the same report, which made it easy to analyse and compare the different variables. The questionnaire can be found in Appendixes 1. The questionnaire on work-life balance in the Finnish game industry was targeted towards the Finnish gaming industry operators. As mentioned, the distribution was done with the help of Neogames. Advised by the author's contact person at Neogames, the questionnaire was distributed through the Neogames' social media platform and was posted in their website. Additional help game from Expa, who posted the link on their social media platform as well. A total of 82 game industry operator responses were collected. Only the completed questionnaires were registered as answered.

The analysis starts by describing the demographic information of the respondents. Then it moves on to a general overview of the respondents' answers. Then in the following chapters, the focus will be on comparing the different variables. First, because the industry is mostly male dominated, a comparison between male and female respondents' answers is made to see if there are any differences. Then a comparison is made between entrepreneurs, management and workers, to see if one's role in the organization affects their WLB.

4.1 Demographical information

The demographical information collected from the respondents are presented in Table 2. As Table 2 indicates, out of the 82 respondents, 76.8% are male and 23.2% are female participants. Furthermore the table shows the age distribution among the participants: the majority of the participants are between 25-30 years old (46.3%), 34.2% are between 31-40 years, 14.6% are between 20-24 years, 3.7% are between 41-50 years and 1.2% are 51 year-old or older. Female respondents tend to be a bit younger than male respondents.

Table 2. Questionnaire: gender and age distribution overview

<i>Respondents</i>		
<i>Gender distribution</i>		
<i>Female</i>	19	23.2%
<i>Male</i>	63	76.8%
<i>Age distribution</i>		
<i>20-24</i>	12	14.6
<i>25-30</i>	38	46.3
<i>31-40</i>	28	34.2
<i>41-50</i>	3	3.7
<i>51+</i>	1	1.2

As for the age distribution, the research also shows that few of the respondents have children. Only 18 respondents out of 82 reported that they have children. Adding to this factor, when asked a voluntary question “Are you planning on having children within the next two years?” only 10 out of 81 answered “Yes”. When asked about the respondent’s role in the company, 50% say they are workers, 36.6% are entrepreneurs and 13.4% are working in management (see Figure 3). A noticeable thing was that most entrepreneurs are men, but more women are working in the management. This enables a good comparison between the different level operators and their WLB’s.

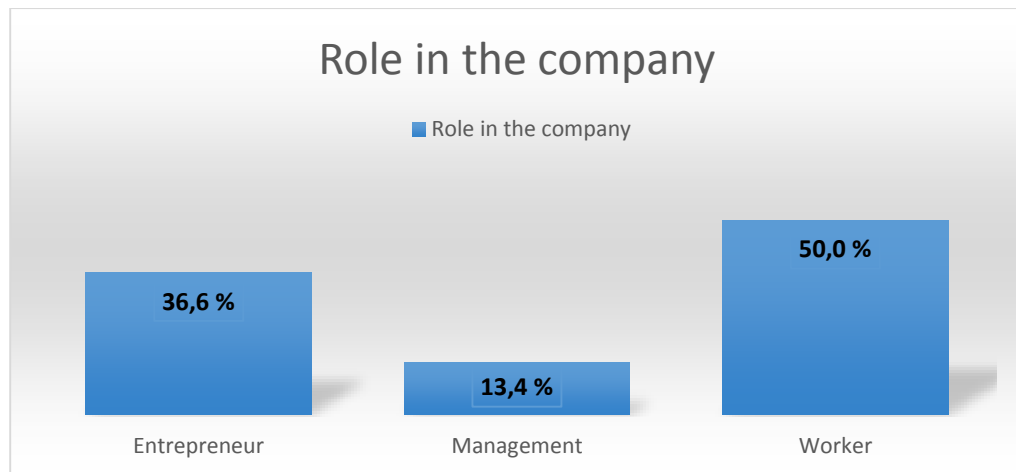


Figure 3. Questionnaire: Role in the company, in percentages

4.2 Work-life balance among the Finnish game operators

A majority, 68.3%, of the respondents feel that their work and personal life are balanced “well” (see Figure 4). Adding to this, 8.5% answered that their work-life is “extremely well” balanced. Only 15.9% of the respondents say that the balance is “poor” and none of the respondents state that the balance would be “extremely poor”.

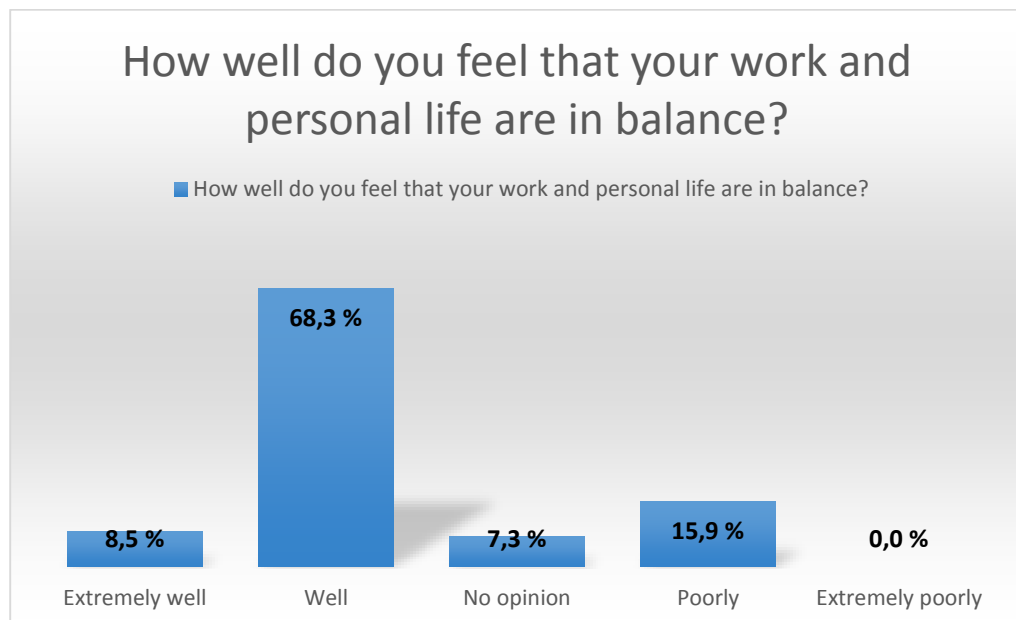


Figure 4. Questionnaire: WLB in the game industry, in percentages

However, the research shows that work and private life do have effects on one another. Out of the 82 respondents on the questionnaire, 79.3% state that

their work affects their private life (see Figure 5). Only 17% say that their work does not have any effects on their private life. From the other perspective, 69.5% say that their private life affects their work life. On this, the respondents' rate for private life having no effect on work was a little higher than in the previous question.

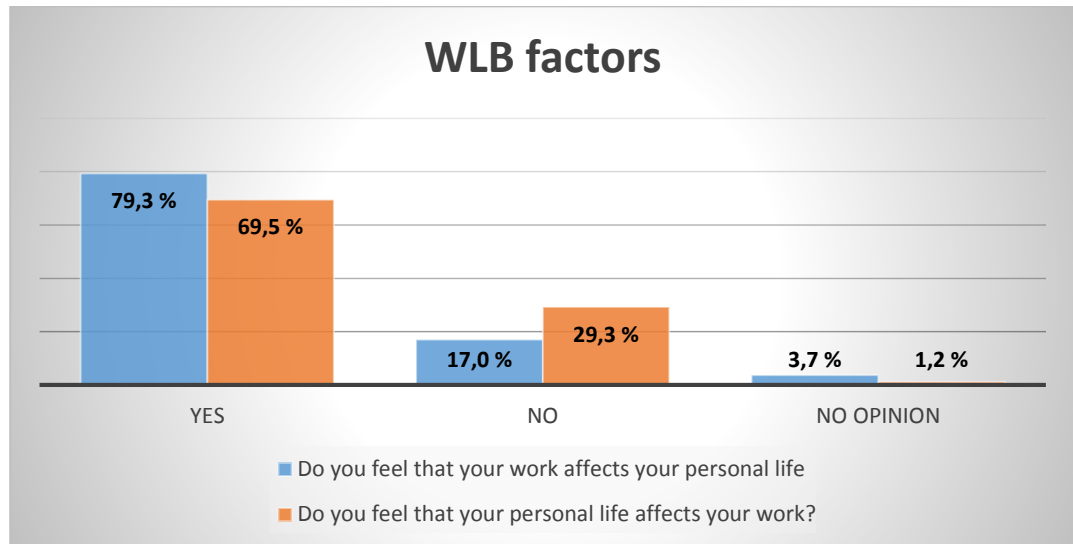


Figure 5. Questionnaire: WLB factors, in percentages

Overall, work is perceived to have a greater impact on personal life, than the other way around. From the age groups 20-24 year olds and 25-30 year olds report that their work affects their personal life more than the other way around. However, for the 31-40 year olds, the impact is reverse, with their personal life affecting their work more. For the 41-50 year olds, the impact is the same.

When asked if children affect the respondent's WLB, surprisingly most of the participants answered not at all. However, this is due to the design of the question that lead in to a misinterpretation on the respondents' part. Previously only 18 respondents had stated having children, but the respondents rate for this question was 61. The question was voluntary, originally meant for people who have children, but many respondents mistook it as a compulsory question, then answering "No at all" if they do not have children. Luckily, these answers are easy to overhaul due to the pattern of answering "Not at all" when not being a parent and with the aid of Webropol

analysis tools. From the 18 respondents with children, a majority says that children have either a “strong positive” or a “slight positive” effect on their WLB.

A majority of the respondents feel that their workplace and/or employer supports their WLB. As ways of supporting, flexible hours rises clearly as the most common one. Interestingly, the percentage of respondents who feel like their workplace supports them is much lower than the percentage of people who chose flexible hour to be an aiding factor in reaching the balance. Since flexible hours are arranged by the employer, they are a way of employer's support. In general the respondents' who say that their employer supports them, also report the highest rates of WLB. Also, when comparing how respondents who have children and who do not feel about their workplace/employer's support, an interesting observation can be made. From all the respondents with children 83.3% feel that their employer supports their WLB, but only 42.2% of respondents without children feel the same. Other things mentioned as “employers' support” are avoiding overtime, remote working opportunities, flexibility with childcare related issues, human resource actions, peer support and the management of occupational health. The research shows that many of these are important factors in balancing work and private life within this industry.

When asked what factors enhance the respondent's WLB, again, flexible working times rises as the most important one, with 94% of the respondents choosing it (see Figure 6). Other important factor enhancing WLB are considered to be remote working and other flexible working possibilities. Also the support from the employer on itself was considered to be a factor by 36.6% of the respondents. Governmental support was only picked as a factor by only 14.6%, a majority of these being the respondents with children. All in all it seems that flexible working options are the most popular and best way of balancing ones work and private life in this industry.

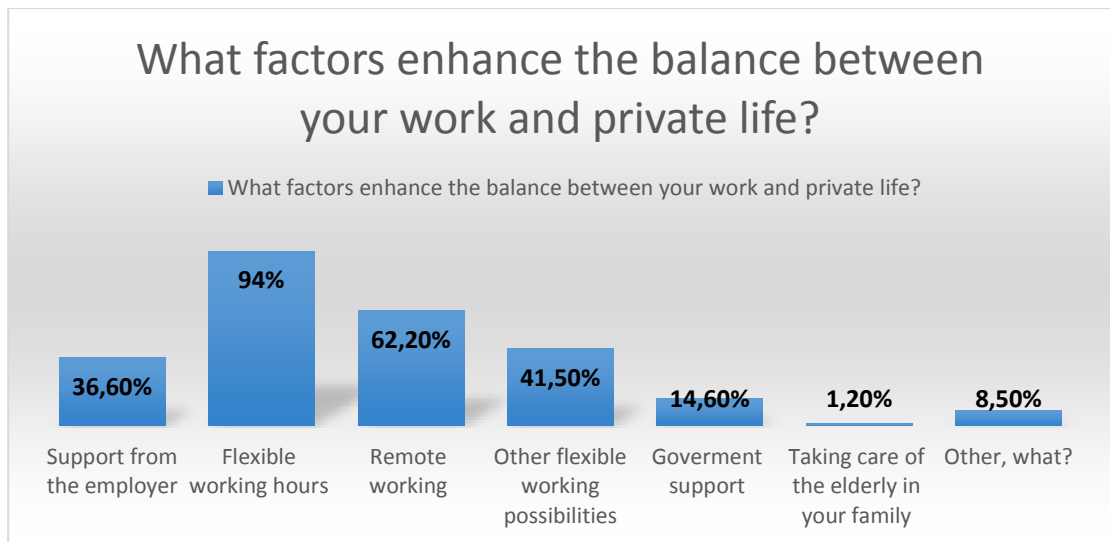


Figure 6. Questionnaire: What factors enhance the balance between your work and private life? In percentages.

When considering the imbalance between work and private life, the respondents had many factors they thought almost having an equally strong effect (see Figure 7). Work intensity and the continual connection to work through for example mobile devices were found to be equally the most affecting factors. Long hours, bringing work home and excessive workload that can well be connected to one another are considered also major factors in the imbalance.

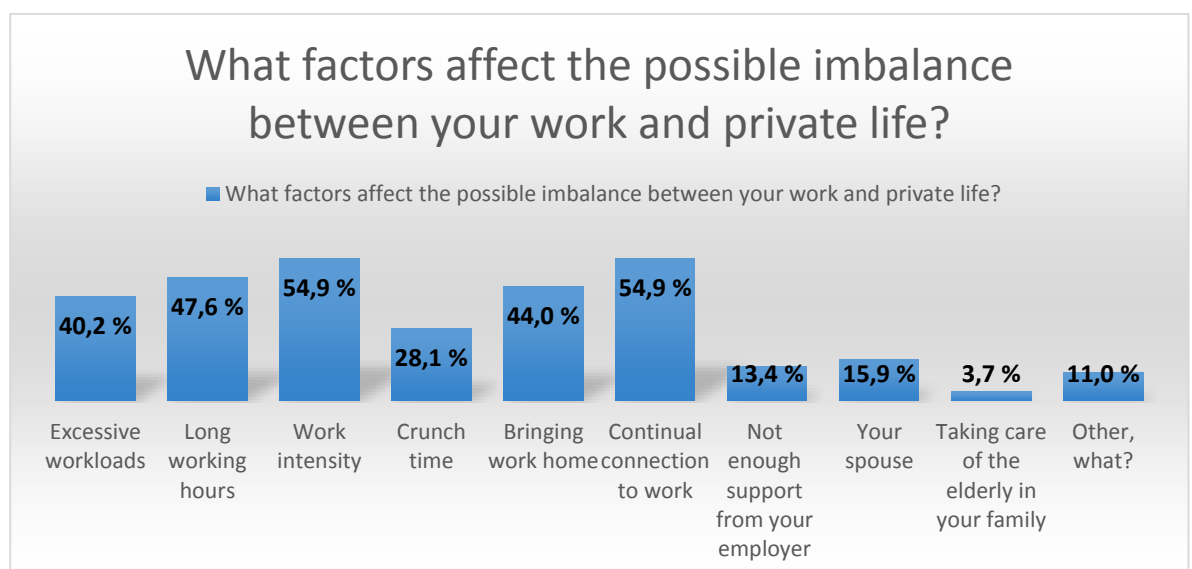


Figure 7. Questionnaire: What factors affect the possible imbalance between your work and private life? In percentages

Looking at the spend of leisure time, the industry's passion towards games and the continual connection to work arises in the form of work related hobbies. When asked how the respondents spend their leisure time, 81.7% of them answer that they spend it by playing mobile and console games (see Figure 8). This is a high percentage, implying that many respondents spend their free time by doing something that is closely related to their work. The respondents do show to have other types of leisure time activities as well, but none of them reach such high percentages as playing games does. This question was a multiple choice question with a free text field in the end to enable the respondents to express themselves more freely. Adding to the work related hobbies, programming, coding and working are also mentioned in the free text field.

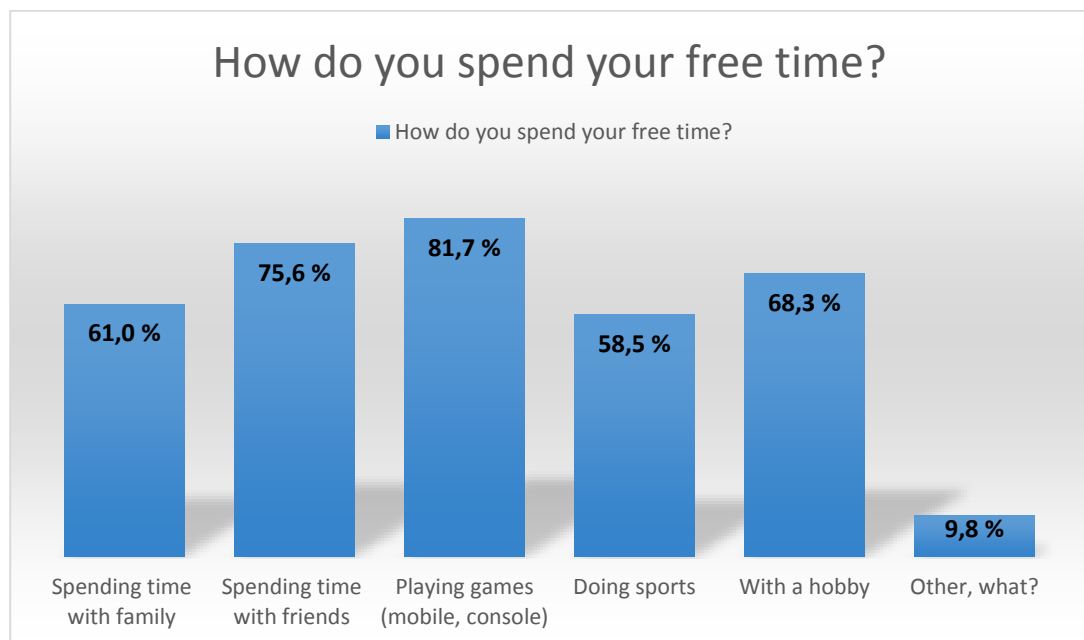


Figure 8. Questionnaire: How do you spend your free time? In percentages.

4.3 Male and female respondents

As shown in the table 2 the gender division between the respondents was 63 male and 19 female respondents. This is a good demonstration of how the game industry is still largely male dominated. Because the industry is so male dominated, it is important to research the possible differences in female and

male respondents WLB's to see whether or not gender is a contributing factor to one's WLB. As mentioned earlier, the female respondents in this research tend to be a bit younger. Also a higher percentages of the females seems to work in management, compared to men. Still a majority of both are workers and a majority of the entrepreneurs are men. The percentage of respondents who have children and also, for those who are planning to have children within the next two years, are very close with both genders. They are also very low.

When comparing the WLB differences between the male and female respondents, an interesting factor arises. Both genders report almost equal levels of general WLB, but the differences are found in the factors contributing to their WLB (see Figure 9). When asked if the respondents feel that their work affects their private life, a majority of respondents from both genders agree, especially females with the percentage of 89.5%. However, when the question is placed another way around, asking if the respondent's private life affects their work, male respondents agree with a similar percentage than in the previous question, but female respondents' agreement declines noticeably. The rate of females who think their private life affects their work is merely 57.9%, compared to the previous question's 89.5%. This is a great decline describing which side of work and life is the stronger factor affecting the female respondents' WLB.

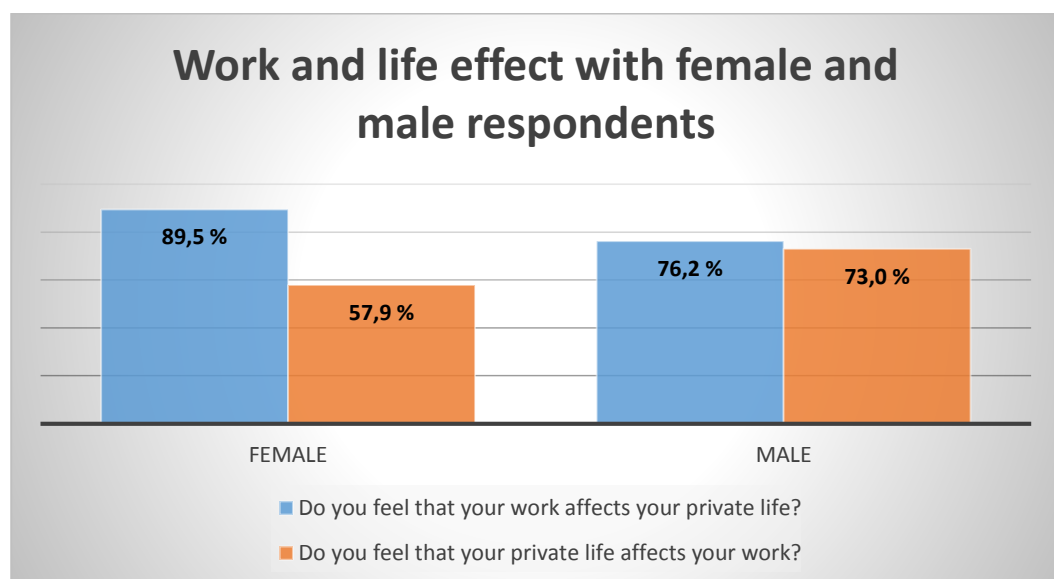


Figure 9. Questionnaire: Work and life effect with female and male respondents, in percentages.

Another difference is found when looking at how children affect WLB. Female respondents report their children having a more positive effect on their WLB, thus enabling a better balance. In fact, no female respondents say that their children would have a negative effect on their WLB. While most male do report their children having a positive effect as well, the percentages are lower and some male respondents even say that their children have a negative effect on their WLB. When looking at other factors that affect the imbalance of work and life, the greatest differences are found in the excessive workload, not enough support from the employer and crunch time. These are all more often chosen by a female respondent as a factor than by a male respondent. But for both genders, the continual connection to work and work intensity are chosen the most to be the factors affecting the imbalance of work and private life. The most popular choice for balancing work and private life is flexible work hours.

4.4 Respondents in different organizational roles

Because the game industry has such a high demand nature, many different level jobs and also, because it attracts innovators and entrepreneurs (Feijoo, et al. 2012), it is important to research if there are any differences between the respondents in different positions. This researched allowed the respondents to categorize themselves either as “entrepreneur”, “management” or as a “worker”, to determine their role in the company. The categories are named this way for a reason. The industry has many entrepreneurs and all the other managerial positions are included in the category “management”. Since the industry “lower” level workers have multiple positions (Dyer-Witthford and De Peuter, 2006), they are categorized as “workers”. As mentioned earlier (see Figure 3) out of the 82 respondents, 50% are workers, 36.6% are entrepreneurs and 13.4% are management.

When asked whether work affects the respondent’s WLB, all of the groups give relatively high agreement rates. From the workers, 85.4% choose the answer “yes” to this question and from the management the percentage is 81.8% (see Figure 10). The entrepreneurs give the lowest percentage with 70% of the respondents choosing “yes”. However, when the question is

reversed, asking if the respondent's private life affects their work, the percentage of people who agree lowers for management to 63.6% and for the workers to 68.3% and rises for the entrepreneurs to 73.33%. This means that entrepreneurs feel that their private life affects their work slightly more than the other way around. The managers and workers, however, feel that their work affects their private life more than their private life affects their work.

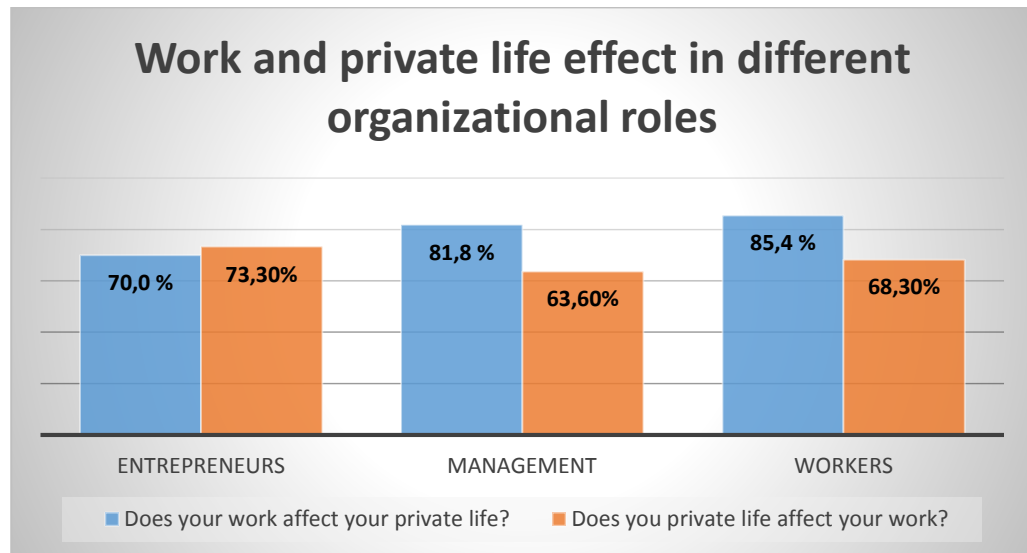


Figure 10. Questionnaire: Work and private life effect in different organizational roles, in percentages.

When comparing the overall WLB the respondents report, the management has the highest level, with 81.8% or the respondents in managerial positions saying that their WLB is either balanced “extremely well” or “well”. For the entrepreneurs this percentage is 76.7% and for workers it is 75.6% (see Figure 11).

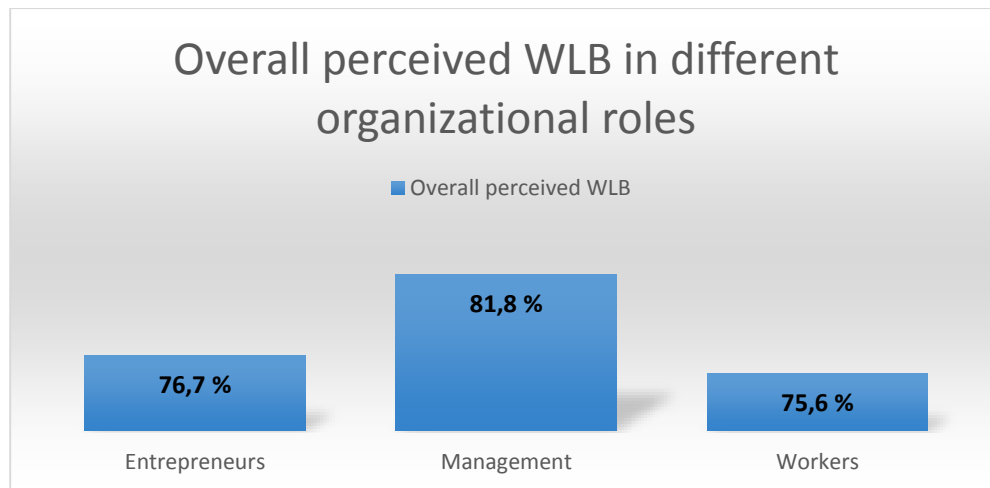


Figure 11. Questionnaire: Overall perceived WLB in different organizational roles, in percentages.

Adding to this, the management also reports the highest rates for receiving support from their workplace/employer. The workers report the second highest, but also they report the highest rates for not receiving support. For the entrepreneurs and the management, continual connection to work is most often chosen as a factor contributing the possible imbalance of their work and private lives. Management also seems to feel like they have to bring a lot of work home and that the intensity of work is high. For the entrepreneurs these are also the biggest issues. For the workers, the work intensity is the most popular choice, followed by also the continual connection to work and long working times. Again, flexible working times was found commonly to be the most often chosen factor to be aiding with balancing work and private life. From the management 100% chose this as a factor. Also, when considering how the respondents in different work roles spend their leisure time, playing games is a very popular choice.

5 CONCLUSIONS

The conclusions start by going through and analysing the overall results generated from the questionnaire on “Work-Life Balance In the Finnish Game Industry”, moving then to consider the differences the female and male respondents had. This is followed by an analysis of the differences that the different level operators show.

5.1 Analysis of the Finnish game industry operators' work-life balance

The demographical information collected from the respondents supports the idea that the game industry is still largely male dominated (Prescott and Bogg; IGDA, 2014) and that the age distribution is quite young. In fact the International Game Developers Association (IGDA) states that 76% of the industry operators are male and 22% are females. In this study, 76.8% of the respondents are male and 23.2% are females. These close numbers make the collected data more reliable and accurate. It shows that the sample represents the industry well.

The low number of respondents with children could be a consequence of the nature of the industry. The high demand nature and long hours can be perceived as incompatible with having children. The long working times, responsibilities. This can be relate back to previous research, which has shown that people in high demand industries might not even start a family due to the poor extend to which the industry facilitates WLB (Perrons, 2003). The young age of the industry operators can also be a factor in this.

Since Finland reports one of the best WLB rates (Crompton and Lyonette, 2006), it was interesting to see if it does so even in the high demanding game industry. The high reported levels of WLB in the game industry, show that Finland as a country offers a good environment for work-life balance. As mentioned in the results, a majority of the respondents' feel that their work has a more of an impact on their personal life than the other way around. This can also be related to the nature of the industry and the style of working. In the game industry, long hours and bringing work home are more of a culture than an occasional issue (Prescott and Bogg, 2011). However, it is mainly the two younger age groups that report this. Perhaps these somewhat younger people are expected to work more or more unusual hours, because many of them do not have such big domestic responsibilities, such as children. For the 31-40 year olds, private life tends to have a more of an effect on their work. This can be traced back to the fact, that most of the respondents who have children or are planning to have children belong to this age group. Even though children

are considered overall to have a positive effect, they are still a factor and as some respondents say, children can sometimes cause an imbalance.

In fact it is rather surprising how the Finnish game industry operators consider their children mainly to have a positive effect, since children are often associated with a greater risk for negative consequences on WLB (Keene and Reynolds, 2005). But as mentioned in the theoretical background, the Finnish governmental support system, for example parental leaves and child benefit is ranked very well (Waldfoegel, 2001). The fact that financial support is offered up to three years for parental leave and seventeen years as child benefits, must have an effect on how people in Finland consider their child's influence on their WLB. Adding to this, the Finnish childcare system can bring security for the parents, because of the good public day care services (Korpi, 2000). These can well be some of the reasons why the Finnish game industry operators report their children having mainly a positive effect.

The nature of the industry seems to be quite the same all around the world. Even in Finland where work conditions are generally pretty good and WLB rates tend to be high, there are the typical game industry problems. As mentioned before the intensity of work, long hours and bringing work home were all popular choices, when asked what factors affect the possible imbalance between one's work and private life. These are all very typical characteristics for the high demanding industry. The high demands make the work extra intensive, causing long hours, which then can cause the fact that people bring work home. This is how all these biggest problems in the industry can be related to one another. Of course, they can also well be just issues on their own, but the nature of the industry suggests that they have implications on one another. The reported long hours are an interesting discovery. Since people in Finland generally do not report such high hours worked when compared to other countries (OECD Better Life Index, 2014), it is interesting that these long hours are in fact an issue. Perhaps they are just a very common and possibly quite unavoidable trait of the industry.

As mentioned in the theoretical background, these factors can cause stress and therefore higher rates of absenteeism and turnover (Hobson, et al. 2001).

But even though the Finnish game industry does have some of the typical industry characteristics, many of the workplaces seem to offer a way to balance them. Of all the respondents, 94% feel that their way of balancing work and private life is the flexible hours that they're offered. It is safe to assume that this is a tendency in the Finnish game industry: to offer flexible hours so the employees can cope with the high demands and have time for their domestic responsibilities as well. This is an interesting discovery since previous research has shown that many employers mainly execute employer friendly WLB practices and not employee friendly (Perrons, 2003). However, these flexible hours can also be linked back to the industry's nature. Since work does not need to happen between the "traditional" working times, allowing and utilizing flexible hours becomes easier. Of course deadlines must be followed, but in an industry where the company does not need to be operating from 8am to 4pm, flexible hours can be used more.

Flexible hours is an employee friendly WLB action (Fleetwood, 2007) that is organized by the employer in order to support their employee's WLB. However, from the results of this research it can be assumed that not all respondents think flexible hours as a way of the employer offering support. As it was discovered a majority of the respondents with children feel that their employer supports their WLB, but only less than half of the respondents without children feel the same way. Perhaps in some organizations, flexible hours are masked as employee friendly action, but in reality the flexible hours can mean working at nights and on weekends. However, since respondents with children feel more strongly the presence of their employers' support, another conclusion can also be drawn. Perhaps the respondents with children have had to utilize flexible hours and such things as remote working more and thus feel that they get a better support from their employer when they are allowed these opportunities more often. The respondents who do not have children can assume that some flexible hours are a given fact, but may not need to utilize them so often, therefore perhaps feeling like the employer support is not there. Overall, the people who feel that their employer supports them, report higher levels of work-life balance. This shows how important employer support can be in enabling a WLB.

However, it seems a bit strange that flexible hours is such a popular choice in enabling WLB, when so many respondents also report having to bring work home, long hours and excessive workloads. Perhaps it is exactly due to flexible hour arrangements that the people need to work so much at home as well. Again, flexible hours masked as an employee friendly WLB actions can be the cause. From the other factors enabling WLB, government support was almost only chosen by the respondents with children. As the Finnish government does offer much support for people with children (Waldfoegel, 2001), this adds to the point made in the previous paragraph. It seems that the ones who have to utilize employers' and governmental support more, logically feel that these are a bigger factor in enabling their WLB.

When considering the spend of leisure time it seems that it can be a negative factor affecting the respondents' WLB. As mentioned in the results, 81.7% of the respondents report spending their free time playing mobile or console games (see Figure 8). Also programming, coding and working were mentioned in the free text field. For some, this can merely be a way of relaxing, but for others, these work related hobbies can cause implications. Spending one's leisure time doing something so work related, can increase the continual connection to work, especially the psychological connection. As mentioned in the theoretical background psychological detachment from work can help achieve a better WLB (Michel, et al. 2004), but with such work related hobbies, this detachment may not happen.

5.2 The differences between male and female respondents

As it was discovered, a higher percentages of females, compared to men, are working either in management or as workers. This is in line with previous research which showed that women in the industry have a tendency to be working in more traditionally "feminine" roles, such as administration and marketing (Prescott and Bogg, 2011). A majority of the entrepreneurs are men, which on the other hand, again, supports the idea that the industry is strongly male dominated. The fact that there are not much differences in the female respondents' WLB rates, compared to the male respondents', supports the findings of a previous research, stating that Finland is a country with quite

high level of gender equity (Miettinen et al. 2011), despite the fact that women may seek more traditionally “feminine” work roles in this industry.

However, previous research has shown that even if male and female respondents report quite the similar perceptions of overall work-life balance, there can be underlying gender differences in the process of achieving the balance (Keene and Reynolds, 2005). This shows in the research for this thesis also. A major difference between the male and female respondents can be found in the effect that work and private life have on each other (see Figure 9). As mentioned, female respondents feel that their work affects their private life more than the other way around. This can be due to the fact that none of the female respondents say that their children would have a negative effect on their WLB. They can feel that the excessive workloads and long hours affect their time with their children or with their spouse and time at home, but that their children (as a part of their private life) affect their work in a positive way, bringing some balance to their lives. Compared to research done elsewhere, this is different. As mentioned before, Keene and Reynolds (2005, 1) reported that women were twice as likely as men to report that family demands affect their job performance and therefore their WLB. However, as mentioned before this can largely be due to the Finnish culture, government and legislation.

This difference between female and male respondents can also be related to the fact that the female respondents feel more that they have excessive workloads. Therefore they can also feel that this overload of work causes more implications on their private life than private life does on their work. On the other hand the similarities, relating to the low number of respondents with children, continual connection to work and work intensity as the most often chosen factors to cause imbalance, are proves of the industry’s nature. It seems that male and female participants get quite the same “treatment” in the industry, meaning that they deal with the same work issues as well as benefits.

5.3 The differences between respondents in different roles

Even though there were not such big differences between the reported WLB rates, the management shows the highest rates. This can be due to the fact

that as mentioned in the theoretical background, managers have more power over the company's WLB decisions (McCarthy, et al. 2010) than lower level workers do. Therefore the managers can perhaps utilize them the best. Also the fact that managers have high power, but not as a big risks as for example entrepreneurs do, can be a another reason why management report higher levels than the other groups. As entrepreneurs are so highly invested in their job, it is surprising that they report still quite high levels of WLB in the Finnish game industry. Perhaps Finland offers a better supporting environment for entrepreneurs, enabling them to have a better WLB.

As in the comparison between female and male respondents, also in the comparison between respondents in different organizational roles, the biggest differences can be found when considering the effect work and private life have on each other (see Figure 10). For the entrepreneurs, private life seems to have a slightly more effect on their work. However, both percentages are high, which can be a cause of the "entrepreneur's syndrome". It means that entrepreneurs can have a hard time separating work from their private lives, which can lead into these two blurring into one (Perrons, 2003). Adding to this, many entrepreneurs seem to be balancing their work and private life collision with remote working and flexible hours. This is a typical way for entrepreneurs, since they often have control over their own working times, even if they cannot control the quantity of work (Perrons, 2003). For the management and workers, work seems to be having the bigger effect on their private life. For the management this can be due to the reported continual connection to work, bringing work home and the intensity of work, which were for them most popular choices affecting the imbalance. For workers the same applies, but long working times is added as a major factor. This is an interesting discovery since previous research shows that generally managers' report the higher hours when compared to lower level workers (Ford and Collison, 2011). It seems that in the Finnish game industry, the hours are long for all, but especially for the workers and entrepreneurs. Perhaps this is again a factor relating to the fact that management has more influence on the WLB decisions (McCarthy, et al. 2010).

It seems that in all the positions, the respondents bring work home or work at home due to the continual connection possibilities. This again highlights the nature and high demands of the industry. However, flexible hours is again the most popular way of balancing one's work and private life for all the groups of respondents, especially for the management. The fact that playing games is the most popular choice for all of the groups when asked about their spend of leisure time, shows again a pattern of work related hobbies. It shows that people who work in the Finnish game industry seem to be passionate about games and naturally much of their lives seem to revolve around them.

6 DISCUSSION

In the Finnish game industry the operators are quite young and the industry is male dominated (see Table 2), which is also true for the global game industry as well. Few respondents have children or are planning to have them, which can affect the overall WLB rates, both negatively and positively. In this research, children are reported having mostly a positive effect on one's WLB, which is an interesting discovery that can be linked back to Finland's culture and legislation. Since Finland is so supportive towards people with children and offers financial aid for families, Finnish people might feel their children having a less of a negative effect on their work-life balance.

The research shows that in the Finnish game industry, WLB is generally quite good (see Figure 4). As expected, work and private life have implications on one another. The fact that which one affects the other more depends on different variables, since female and male respondents, different age groups and respondents in different positions show different results. In fact, the major difference between female and male respondents is that female respondents feel that their work affects their private life more than the other way around (see Figure 9). They also report that their children have only a positive effect on their WLB. The two can be linked to each other. This is a new discovery since previous research has shown that females often report their children having a greater negative effect on their WLB than males do (Keene and Reynolds, 2005). Female respondents also feel more that they have too

excessive workloads, which is another reason why they report their work having more implications on their private lives. As mentioned earlier, by the similarity of other answers it can be said that overall it seems that female and male respondents get somewhat similar treatment in the industry, regardless of the fact that it is a male dominated one. This is a major discovery, perhaps relating to the high gender equality in Finland.

The comparison between the different organizational roles shows that managers have the best WLB rates (see Figure 11). This can be linked to the fact that managers often have more power over their job and WLB than workers do, but not as much responsibilities as the entrepreneurs do. Therefore managers can have the best of both worlds. Overall it seems that the long hours and high demands of the industry apply for all of the organizational roles, but still all of the groups report quite high WLB rates. Overall it seems that work has a stronger effect on one's private life than the other way around. This can be a cause from the reported long working times, excessive workloads, intensity and continual connection to work which are all typical parts of the industry's nature.

Flexible hours clearly rises as the factor that brings the most balance for work and life, generally and in all of the comparisons. This shows that even though the game industry is very demanding and can be stressful (IGDA, 2014), the Finnish game companies seem to be offering supporting activities, such as flexible hours, to enable their employees' WLB. As mentioned in the theoretical framework, two main reasons for leaving the industry have been poor quality of life and burnout (IGDA, 2014), but it looks like the Finnish game industry is really trying to tackle some of these problems. In the chapter on recommendations, the author elaborates what else could be done in order to reduce the stress and high demand of the industry on its operators.

Not surprisingly, the respondents' who feel that their employer supports them also report the best WLB. This shows how crucial employer support can be to maintain a good balance between work and life. Leisure time seems to be spent quite the same way in general and in all the groups that were compared with one another. Work related hobbies seem to be a trend. This shows that

the game industry employs a lot of people who are passionate about games and like to be dealing with them in their work and in private lives. Of course, for some work related hobbies can be a way of relaxing, but they can also cause many issues and imbalance between work and private life. For example, they can stand in the way of psychological detachment from work.

The fact that Finland shows overall one of the best WLB rates (Crompton and Lyonette, 2006) can be linked with the results found in this research. The culture of Finland is a supportive one, with one of the most highly ranked government support systems (Waldfoegel, 2001) and a high gender equality (Miettinen et al. 2011). As mentioned in theoretical framework, cultures where there is less adhesion to traditional gender role beliefs, WLB rates are found to be higher (Haar et al. 2014). The fact that there are not much differences in the female and male respondents' WLB rates and that they are overall so high, is partly due to these factors. The Finnish culture seems to be a big factor even in the hectic and high demanding game industry. However, the culture does not seem to be able to tackle the long working times the game industry has. As Finns do not generally report such long working times as people in other countries do (OECD Better Life Index, 2014), it is interesting that these are still an issue in the game industry.

The objectives of the research have been achieved. The research findings have generated new and valuable information about the Finnish game industry. This information can be utilized for recognizing some of the key issues in the industry and to aid the industry operators' WLB. In the next subchapter, recommendations will be made, followed by the subjects of reliability and validity, as well as suggestions for future research.

6.1 Recommendations

This subchapter will provide recommendations that the game industry operators' could consider in order to enhance their work-life balance. The recommendations are drawn from the literature review and from the collected primary data. The primary goal is to find solutions for the WLB issues that emerged during the research. It seems that the major issues are all typical

characteristics of the industry. As long working times, excessive workloads, intensity and continual connection to work were all found to be strong factors in the imbalance between work and life, something needs to be done with them. Of course, the nature of the industry somewhat “demands” or causes these issues. If these cannot be reduced as it is, balancing acts could be offered. As for the long working times, flexible hours seems to be a balancing action that is already being largely utilized. As for the others, employers could offer something else. Perhaps for the excessive workloads and work intensity, if they cannot be reduced then some kind of “extra” benefits could be offered. As working overtime has become a common concept in all industries, the game industry employers need to make sure they give some kind of compensation for the employees’ overtime working. The legislation on overtime must also be followed carefully. Otherwise the employees can burn themselves out and become less productive and less motivated workers.

As past research has shown, one’s effort at work is a socially organized exchange process (Siegrist, 1996). This means that for a high effort, the workers should get high rewards. If not enough rewards or compensations are received, there can be an imbalance causing emotional distress. As mentioned, this can lead to burnout or even completely exiting the industry. The reward systems an employer could offer can be such as money, self-esteem or control. Money could be offered for example as a bonus for those who are the most successful and self-esteem could be raised by selecting the employee of the month. As for control, the benefit could be extra control over one’s own job, meaning for example control over their own working times or influence on what assignment to get on to next. However the rewarding or compensations is done, the key issue is to make sure that the employees feel like they are appreciated.

For continual connection, employers could aid with the detachment from work. As past research has shown that psychological detachment from work can help achieve a better WLB (Michel, et al. 2014), which is why it is an issue that employers need to focus on. The employer could for example offer the employees some kind of a ritual that they can do whenever they enter and

leave the work place. This can be whatever, but the important thing is that it is a clear sign of the work day being over. Since continual connection to work seems to be a big issue in this industry, merely leaving the work place does not seem to be a strong enough way of detachment. Another option could be for the employer to offer the employees training on how to segment work from private life (Michel, et al. 2014) and how to make them see their home computers or tablets as something they can relax with, not as a device that connects them to their work. This could be very useful, since so many respondents reported spending their leisure time playing games or programming or coding. These are clearly work related hobbies and as mentioned before, may not aid one's balance between work and private life. However, if the devices, games or coding and programming are seen as ways of relaxing and not something that reminds the person of their work, a better WLB could perhaps be gained.

Since it seems that work related hobbies are a trend in the industry, perhaps employers could encourage their employees towards other kind of hobbies as well. The research shows that the industry operators had multiple hobbies, but these work related ones are still clearly the most popular. This encouragement could be done by for example offering the employees some kind of exercise and culture vouchers. These vouchers could give discounts or free access to gyms, public swimming pools, the movies, the theatre or art shows. The main purpose of these vouchers is to get the employees to relax during their leisure time by making it "easier" to do some activities like the ones just mentioned. This could help the game industry employees to separate themselves mentally and physically from work during their leisure time.

Of course the employees themselves can influence on their WLB by executing some of these practices on their own as well. For example the detachment from work or creating a ritual that begins and ends the work day can be actions that the employees themselves can practise. However, a major part of the responsibility does lie on the employer and on the human resource department. In order to strengthen their employees' WLB and positively influence them, companies and employers need to familiarize themselves with

more modern WLB mechanisms and support practices (Cegarra-Leiva, et al. 2015). Work-life balance literature keeps evolving and generating new knowledge, which is why it is important for employers to keep up with it. As it was discovered in this research, those who feel that their employer supports them also report better levels of WLB. This means that in order to gain more satisfied and productive workers with more balanced lives, employers must offer them more support.

6.2 Credibility of the research

Kananen (2013, 189) states that:

Credibility issues must be taken into consideration already at the planning stage of the work, for after collecting the data and analysis there is no longer any option to improve credibility

To ensure the credibility of this study, the research style, data collection and analysing methods were chosen and executed carefully. Accurate documentation of the research process and progress was implemented. The questionnaire was executed with a quantitative research approach, using both closed and open-ended questions. The quantitative research approach makes the research results more generalizable (Winter, 2000) and also allows the results to be more realistic (Muijs, 2010).

The sampling process was done with the aid from Neogames. The questionnaire was also tested on a contact person from Neogames, to make sure it was appropriate. Neogames' suggestions bring credibility to the research, since they are such an important operator with proper knowledge and understanding of the industry. The research does answer all the questions intended and the demographic information enable the results to be even more generalizable. As it was previously stated, the game industry is a male dominated one (Prescott and Bogg; IGDA, 2014) and that fact shows in this research as well. As mentioned, the International Game Developers Association states that from the industry operators, 76% are male and 22% are females. In the questionnaire for this thesis, 76.8% were male and 23.2% were females. Also the age division was close to IGDA's research, with the

one exception that Finland has more a bit younger operators. These show that the sampling was done correctly. It provides a good group of respondents due to the fact that they represent the whole industry's demographics.

By using a questionnaire, a bigger sample of the targeted population was reached. However, with questionnaires especially, misinterpretations of the questions can happen (Wilson, 2014). It is recognised that every respondent has their own way of viewing issues and interpreting the questions. Asking the operators themselves to evaluate how their family demands affect their work and quality of life may not offer the most objective view. But due to the fact that so many operators chose the same answer choices and mentioned the same concepts, it can be assumed that the results generated are if not completely, at least partly generalizable.

Because the research was done anonymously and no answer can be traced back to the respondent, the respondents may have answered more honestly. This shows also in the fact that in the open-ended questions the respondents explained their answers in detail and opened up their views a bit more. From the results it is clear that many of the same issues are a part of many different game industry operators lives. Therefore the results generated from this research and the recommendations made can be utilized by many companies and people operating in the Finnish game industry.

6.3 Suggestions for future research

In future research the sample size could be enlarged to gain more generalizable data. Also interviews could be used as a data collection method to see if more in depth information could be generated. Interviews combined with a questionnaire could be efficient way of collecting rich data. However, due to the nature of the research topic, the respondents' privacy and immunity have to be considered. The employer support and the current supporting practices that organizations provide, if any, could be given some more consideration. Since the research shows that the employees who feel that their employer supports them, also report higher levels of WLB, this could be an interesting research topic on its own. A research could be made of these

support practices and the implications they have on the employees' WLB to find out which work the best. This industry definitely still remains as an interesting one in work-life balance research due to its high demand nature.

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APPENDICES

Appendix 1. Questionnaire content

Work-Life Balance In the Finnish Gaming Industry / Työ-ja yksityiselämän tasapaino pelialalla Suomessa.

The purpose of this thesis is to map the work-life balance in the Finnish gaming industry / Tämän opinnäytetyön tarkoitus on kartoittaa työ- ja yksityiselämän yhteensovittamista ja sen tasapainoa pelialalla Suomessa.

All answers are anonymous and can not be traced back to an individual / Kaikki vastaukset käsitellään nimettöminä, eikä niistä voi jäljittää vastaajaa henkilökohtaisesti

Personal questions/ Henkilötiedot

1. Gender / Sukupuoli

☐ Female / Nainen

☐ Male / Mies

2. Your age / Ikäsi *

☐ 20-24

☐ 25-30

☐ 31-40

☐ 41-50

☐ 51+

3. Family / Perhe *

☐ Single / Sinkku

☐ In a relationship / Parisuhteessa

☐ Married / Naimisissa

4. Do you have children / Onko sinulla lapsia *

☐ Yes / Kyllä

☐ No / Ei

5. Are you planning on having children within the next 2 years / Aiotko hankkia lapsia seuraavan 2 vuoden sisään

- ☐ Yes / Kyllä
- ☐ No / Ei

6. Your role in the company / Roolisi yrityksessä *

- ☐ Entrepreneur / Yrittäjä
- ☐ Management / Hallinto
- ☐ Worker / Työntekijä

7. Do you feel that your work affects your personal life / Koetko, että työsi vaikuttaa yksityiselämääsi *

- ☐ Yes / Kyllä
- ☐ No / Ei
- ☐ No opinion / Ei mielipidettä

8. Do you feel that your personal life affects your work / Koetko, että yksityiselämäsi vaikuttaa työhösi *

- ☐ Yes / Kyllä
- ☐ No / Ei
- ☐ No opinion / Ei mielipidettä

9. How well do you feel that your work and personal life are in balance / Kuinka hyvin koet työ- ja yksityiselämäsi olevan tasapainossa *

- ☐ Extremely well / Todella hyvin
- ☐ Well / Hyvin
- ☐ No opinion / Ei mielipidettä
- ☐ Poorly / Huonosti
- ☐ Extremely poorly / Todella huonosti

10. How do your children affect the balance between your work and private life / Miten lapsesi vaikuttavat työ- ja yksityiselämäsi tasapainoon

- ☐ A strong positive effect / Vahva positiivinen vaikutus
- ☐ A slight positive effect / Vähäinen positiivinen vaikutus
- ☐ Not at all / Ei ollenkaan
- ☐ A slight negative effect / Vähäinen negatiivinen vaikutus
- ☐ A strong negative effect / Vahva negatiivinen vaikutus

11. Does your workplace/employer support you in balancing your work and personal life / Tukeeko työpaikkasi/työnantajasi sinun työsi ja yksityiselämäsi tasapainottamista *

- ☐ Yes / Kyllä
- ☐ No / Ei
- ☐ No opinion / Ei mielipidettä

12. How does your workplace/employer support you in balancing your work and personal life / Miten työpaikkasi/työnantajasi tukee sinun työsi ja yksityiselämäsi tasapainottamista

13. What factors affect the possible imbalance between your work and private life / Mitkä tekijät vaikuttavat mahdolliseen epätasapainoon työ- ja yksityiselämäsi välillä *

You can choose multiple answers / Voit valita monta vastausta

- ☐ Excessive workload / Liiallinen työmäärä
- ☐ Long working hours / Pitkät työtunnit
- ☐ Work intensity / Työn vaatima intensiteetti
- ☐ Crunch time & crunching / Chrunch työskentely
- ☐ Bringing work home / Töiden tuominen kotiin
- ☐ Continual connection to work (e.g. through mobile devices) / Jatkuva yhteys työhön (esim. mobiililaitteiden kautta)
- ☐ Not enough support from your employer / Puutteellinen tuki työnantajalta
- ☐ Your spouse / Puolisosi

- ☐ Taking care of the elderly in your family / Perheesi vanhuksista huolehtiminen
- ☐ Other, what? / Muu, mikä?

14. What factors enhance the balance between your work and private life / Mitkä tekijät edistävät työ- ja yksityiselämäsi tasapainoa *

You can choose multiple answers / Voit valita monta vastausta

- ☐ Support from the employer / Työnantajan tuki
- ☐ Flexible working hours / Joustavat työtunnit
- ☐ Remote working / Etätyöskentely
- ☐ Other flexible working possibilities / Muut joustavat työmahdollisuudet
- ☐ Government support (e.g. parental leave) / Valtion tuki (esim. äitiys/isyysloma)
- ☐ Taking care of the elderly in your family / Perheesi vanhuksista huolehtiminen
- ☐ Other, what? / Muu, mikä?

15. How do you spend your free time / Miten käytät vapaa-aikaasi *

You can choose multiple answers / Voit valita monta vastausta

- ☐ Spending time with family / Perheen kanssa aikaa viettäen
- ☐ Spending time with friends / Ystävien kanssa aikaa viettäen
- ☐ Playing games (mobile, console) / Pelejä pelaten (mobiili, konsoli)
- ☐ Doing sports / Urheillen
- ☐ With a hobby / Harrastuksen parissa
- ☐ Other, what? / Muuten, miten?
